Competitive Strategies

INPUT

YEAND- 1

Notes

10/24/91

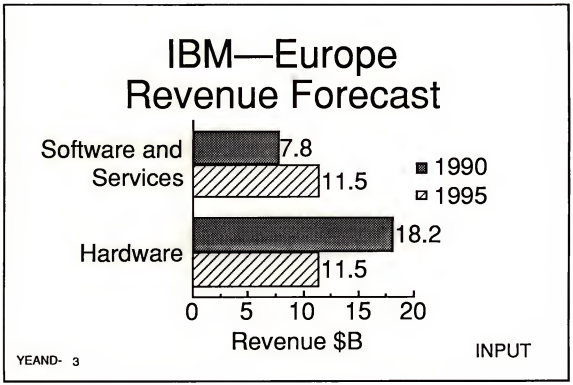
Threat of Substitute Products and Services

- Downsizing
- Networking
- Open systems
- Outsourcing

INPUT

YEAND- 2

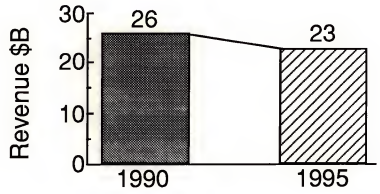
Notes



Notes

10/24/91

IBM—Europe Revenue Forecast



INPUT

YEAND- 4

Notes

10/24/91

Digital—Europe

	1990 ($B)	1995 ($B)
S/W products	0.8	1.2
Services	0.4	0.8
Maintenance	1.6	1.8
Hardware	4.1	2.5
Total	6.9	6.3

INPUT

YEAND- 5

Notes

10/24/91

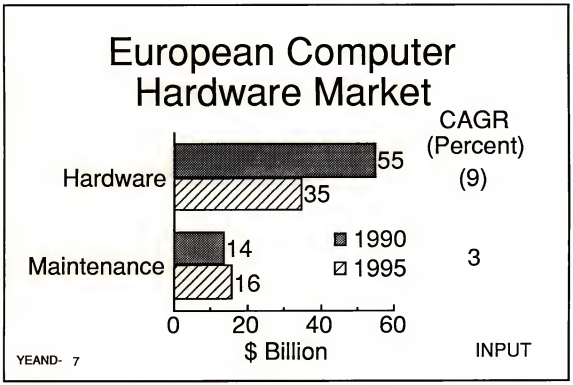
Japanese Manufacturers

- Semiconducters/telecommunications equipment manufacture
- U.S./European ambitions
- Long-term positioning
- Open systems emphasis
- The software factory

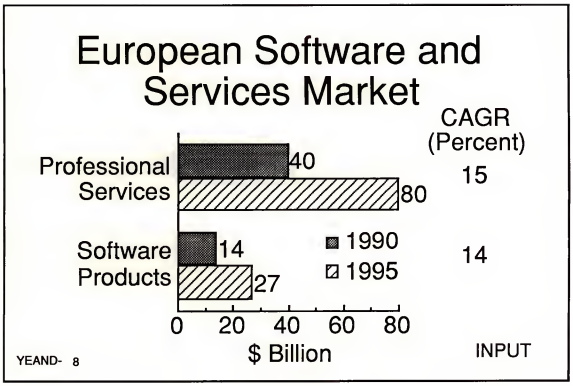
INPUT

YEAND- 6

Notes

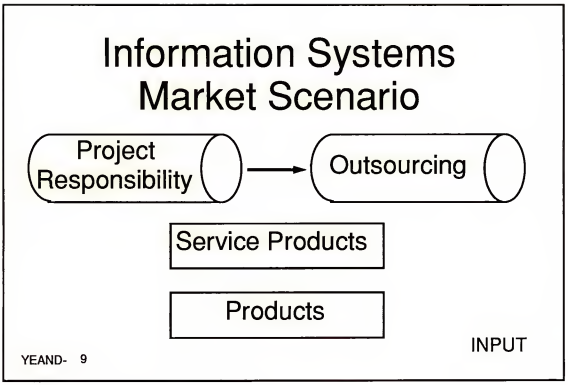

European Computer Hardware Market
CAGR (Percent)
Hardware
55
35
(9)
Maintenance
14
16
1990
1995
3
0
20
40
60
$ Billion
YEAND- 7
INPUT

Notes

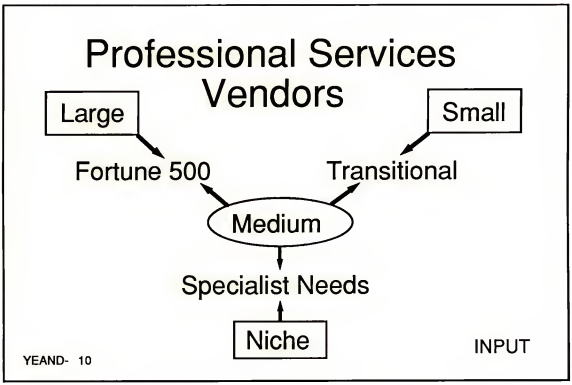


Notes

10/24/91


Information Systems
Market Scenario
Project
Responsibility
Outsourcing
Service Products
Products
INPUT
YEAND- 9

Notes


Professional Services Vendors
Large
Small
Fortune 500
Transitional
Medium
Specialist Needs
Niche
YEAND- 10
INPUT

Notes

Sema Group
1990 Revenue Analysis

	$ Million
Market Research	85
Engineering	25
Products	40
Services	580
Total	730

INPUT

YEAND- 11

Notes

10/24/91

1990 European Revenues ($M)

CGS/Debis Systemhaus

	Captive	Non-Captive
Debis	400	100
CGS	-	1,650

INPUT

YEAND- 12

Notes

10/24/91

1990 European Revenues ($M)

EDS

	Captive	Non-Captive
EDS	650	220
SD-Scicon	-	410
Total	650	630

INPUT

YEAND- 13

Notes

Information Services Leaders

	1990 European Rev. ($M)
CAP Gemini Sogeti	1,650
Andersen Consulting	700
Sema Group	640
EDS	630
Finsiel	620

INPUT

YEAND- 14

Notes

10/24/91

Information Services Scenario

	Prjctd. 1995 European Rev. ($B)
CAP Gemini Debis	4.0
Sema + Volmac	2.0
Andersen Consulting	1.4
EDS	1.3
Finsiel	1.3

INPUT

YEAND- 15

Notes

10/24/91

Systems SW Products Vendors

	1990 European Rev. ($M)
Microsoft	405
Oracle	300
Software AG	240
Computer Associates	230
Novell	190

INPUT

YEAND- 16

Notes

Applications Software Products Vendors

	1990 Euro. Rev. ($M)
Microsoft	250
Lotus	240
SAP AG	180
Computer Associates	170
Wordperfect	160

INPUT

YEAND- 17

Notes

10/24/91

Dun & Bradstreet

	1990 European Rev. ($M)
Software and Services	300
Other	970
Total	1,270

INPUT

YEAND- 18

Notes

10/24/91

Reuters

	1990 European Rev. ($M)
Software and Services	1,430
Other	105

INPUT

YEAND- 19

Notes

10/24/91

Network Services Vendors

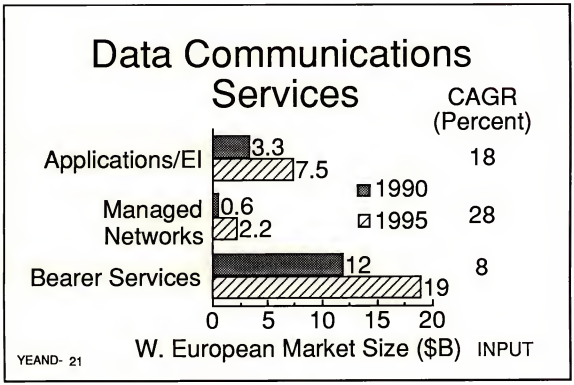
	1990 European Rev. ($M)
Infonet	100
BT/Tymnet	90
France Telecom	75
DBP Telekom	55

INPUT

YEAND- 20

Notes

10/24/91



Notes

10/24/91

The Big Six

	1990 European Rev. ($M)
Andersen Consulting	700
C&L Deloitte	280
Price Waterhouse	230

INPUT

YEAND- 22

Notes

Strategic Consultancies

- McKinsey
- AT Kearney
- BCG
- Bain & Co.

INPUT

YEAND- 23

Notes

10/24/91

Systems Software Products

Leading Vendors W. Europe	1990 Estimated Rev. ($B)
IBM	2.7
Digital	0.8
SNI	0.4
Microsoft	0.4
Bull	0.3

INPUT

YEAND- 24

Notes

Applications Software Products

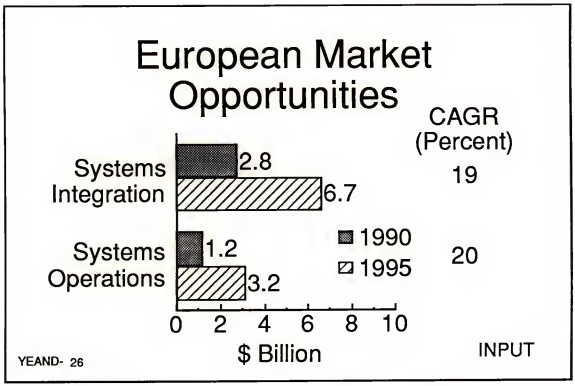
Leading Vendors W. Europe	1990 Estimated Rev. ($M)
IBM	340
Microsoft	250
Lotus	240
SAP	180
CA	170

INPUT

YEAND- 25

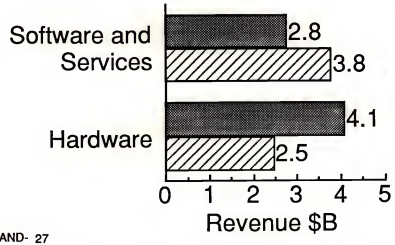
Notes

10/24/91


European Market Opportunities
CAGR (Percent)
Systems Integration
2.8
6.7
19
Systems Operations
1.2
3.2
20
1990
1995
0 2 4 6 8 10
$ Billion
YEAND- 26
INPUT

Notes

Digital—Europe Revenue Forecast



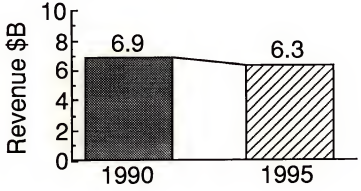
YEAND- 27

INPUT

Notes

10/24/91

Digital—Europe Revenue Forecast



INPUT

YEAND- 28

Notes

10/24/91

Information Services Scenario

	Prjctd. 1995 European Rev. ($B)
IBM	8.0
CAP Gemini Debis	4.0
Siemens	2.5
Rueters	2.3
Digital	2.0

INPUT

YEAND- 29

Notes

Information Services Scenario

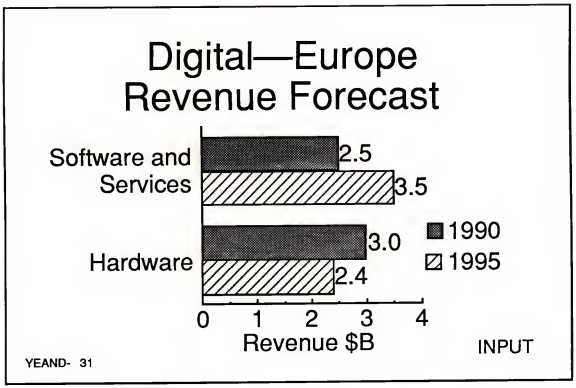
	Prjctd. 1995 European Rev. ($B)
Sema + Volmac	2.0
ICL/Fujitsu	1.5
Bull/NEC	1.5
Andersen Consulting	1.4
EDS	1.3

INPUT

YEAND- 30

Notes

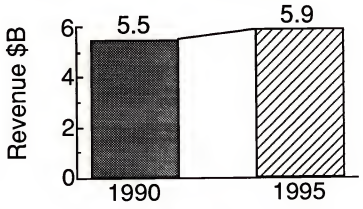
10/24/91



Notes

10/24/91

Digital—Europe Revenue Forecast



INPUT

YEAND- 32

Notes

10/24/91

~~ANDREA~~ → ~~Keith~~

#1

YE-AND.

SUNDAY

ANDREA,

THIS IS THE PRESENTATION YOU PREPARED FOR PETER LINGE A WEEK AGO

I NEED 1 HARD COPY + 1 SET OF FOILS - I'LL WILL COLLECT FROM MY OFFICE WEDNESDAY 6TH NOVEMBER. THANKS.

Keith

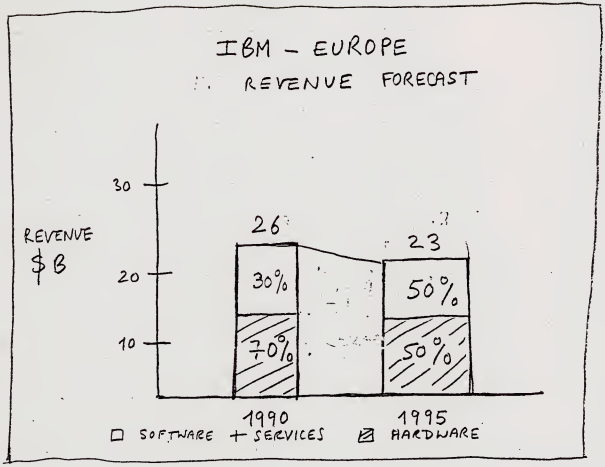
foils created and shipped

Original foil hard copy shipped

#2

Threat of Substitute Products and Services

- Downsizing
- Networking
- Open Systems
- Outsourcing


IBM – EUROPE
REVENUE FORECAST
REVENUE
$B
30
20
10
26
23
30%
70%
50%
50%
1990
1995
SOFTWARE + SERVICES
HARDWARE

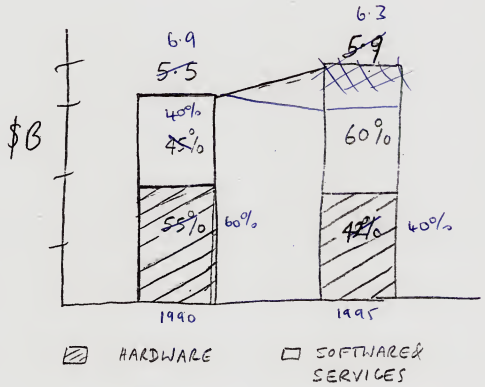
#4.

DIGITAL – EUROPE

$ BILLIONS	1990	1995
S/W PRODUCTS	0.8	1.2
SERVICES	0.4	0.8
MTCE.	~~1.3~~ 1.4	~~1.8~~ 1.8
HARDWARE	~~3.0~~ 4.1	2.5
TOTAL	~~5.5~~ 6.9	~~5.8~~ 6.3

#26

DIGITAL - EUROPE
- REVENUE FORECAST

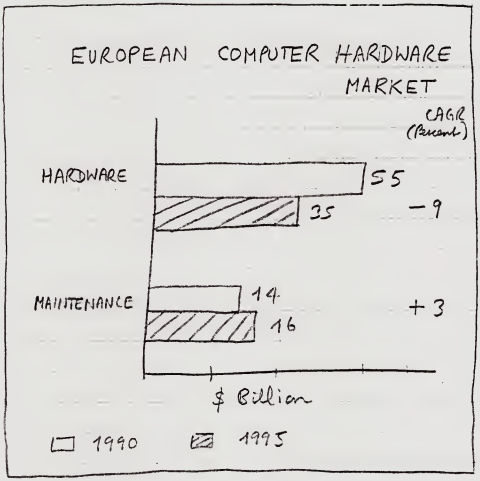


#5

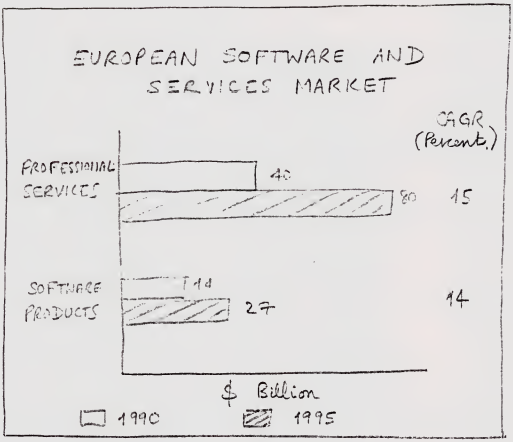
Japanese Manufacturers

- Semiconductors/Telecommunications Equipment Manufacture
- US/European Ambitions
- Long Term Positioning
- Open Systems Emphasis
- The Software Factory

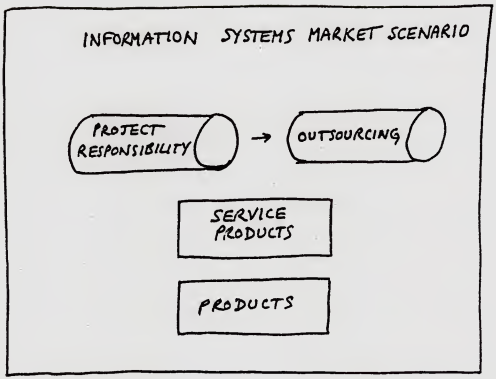
#6


EUROPEAN COMPUTER HARDWARE MARKET
CAGR (Percent)
HARDWARE
55
35
-9
MAINTENANCE
14
16
+3
$ Billion
1990
1995

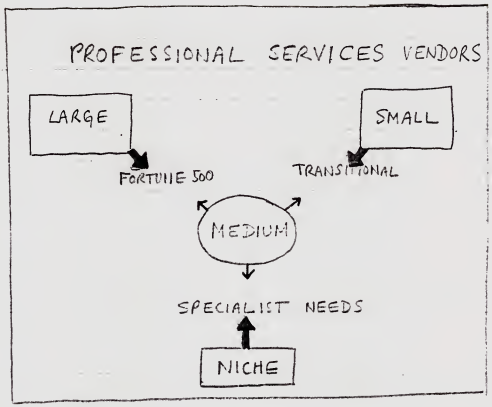
#7


EUROPEAN SOFTWARE AND SERVICES MARKET
CAGR (Percent.)
PROFESSIONAL SERVICES
40
80
15
SOFTWARE PRODUCTS
11
27
14
$ Billion
1990
1995

#8


INFORMATION SYSTEMS MARKET SCENARIO
PROJECT RESPONSIBILITY
OUTSOURCING
SERVICE PRODUCTS
PRODUCTS

#9


PROFESSIONAL SERVICES VENDORS
LARGE
SMALL
FORTUNE 500
TRANSITIONAL
MEDIUM
SPECIALIST NEEDS
NICHE

SEMA GROUP
– 1990 REVENUE ANALYSIS

MARKET RESEARCH	85
ENGINEERING	25
PRODUCTS	40
SERVICES	580
TOTAL	$ 730 M.

CGS / debis systemhaus (EUROPEAN)
— 1990 ^ REVENUES $ MILLION.

	captive	non-captive
debis	400	100
CGS	—	1,650

N.B. CGS. includes Hoskyns.

12

EDS

— 1990 EUROPEAN REVENUES $ MILLION

	captive	non-captive
EDS	650	220
SD-SCICON	—	410
	650	630

13

INFORMATION SERVICES LEADERS

	EUROPEAN 1990 REVENUES $M
CAP GEMINI SOGETI	1,650
ANDERSEN CONSULTING	700
SEMA GROUP	640
EDS	630
FINSIEL	620

#14.

INFORMATION SERVICES SCENARIO

	PROJECTED 1995 EUROPEAN REVENUES $ B
CAP GEMINI · DEBIS	4;000
Andersen Consulting	1;400
SEMA + VOLMAC	2,000
EDS	1,250
FINSIEL	1,250

1.3

Other Scenarios.

Computer Sciences

AT&T ISTEL

ORIGIN

SYSTEMS SOFTWARE PRODUCT VENDORS

EUROPEAN REVENUES 1990	$ M
MICROSOFT	405
ORACLE	300
SOFTWARE AG	240
COMPUTER ASSOCIATES	230
NOVELL	190

#16.

APPLICATION SOFTWARE PRODUCT VENDORS

EUROPEAN REVENUES 1990 $M

MICROSOFT	250
LOTUS	240
SAP AG	180
COMPUTER ASSOCIATES	170
WORDPERFECT	160

#17

DUN & BRAD STREET

— EUROPEAN REVENUES 1990 $M

SOFTWARE & SERVICES	300
OTHER	970
	1,270

170 EI
80 APPLICAT
S/h

#18

REUTERS

— EUROPEAN REVENUES 1990 $M

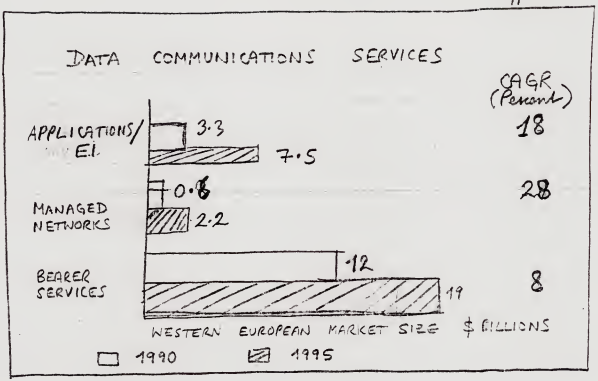
SOFTWARE & SERVICES	1,430
OTHER	105

#17

NETWORK SERVICES VENDORS
— EUROPEAN REVENUES 1990 $M

INFONET	100
BT/TYMNET	90
FRANCE TELECOM	75
DBP TELEKOM	55

#20.


DATA COMMUNICATIONS SERVICES
CAGR (Percent)
APPLICATIONS/ E.I.
3.3
7.5
18
MANAGED NETWORKS
0.8
2.2
28
BEARER SERVICES
12
19
8
WESTERN EUROPEAN MARKET SIZE $ BILLIONS
1990
1995

THE BIG SIX

— EUROPEAN REVENUES 1990 $ MILLION

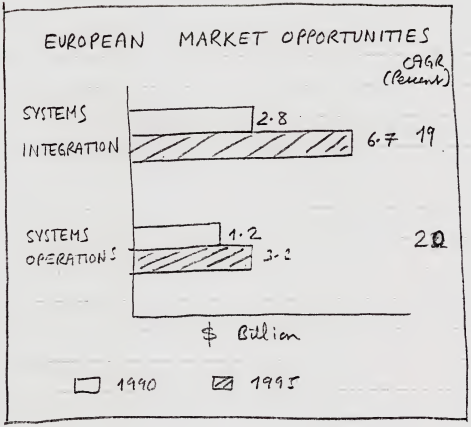
ANDERSEN CONSULTING	700
C & L DELOITTE	280
PRICE WATERHOUSE	230

#22

STRATEGIC CONSULTANCIES

- McKINSEY
- AT KEARNEY
- BCG
- BAIN & Co.

#25


EUROPEAN MARKET OPPORTUNITIES
CAGR (Percent)
SYSTEMS INTEGRATION
2.8
6.7
19
SYSTEMS OPERATIONS
1.2
3.2
20
$ Billion
1990
1995